



MWR LEADER DEVELOPMENT PROGRAM (LDP)

PURPOSE:

- **Provide LDP Background Information**
- **Provide Information on Key Components of LDP**



MWR LDP Background

- **1999: EXCOM tasked CFSC to research the need for an MWR leader development program**
- **2000: Logistics Management Institute (LMI) conducted a study and validated the need for a career program for MWR employees**
- **2001: MWR BOD approved the concept and funding to develop the program and implement the initial phase**
 - **Identified program as key to successful personnel transition to an all NAF workforce**
- **2001-04: Program development and partial implementation**
 - **02 Began central funding of NF-5 PCS costs**
- **2004: BOD approved continued AMWRF funding through FY06**
- **2004: MWR Strategic Action Plan approved by the BOD:**
 - **Goal 2 (People): Recruit, develop and retain a high- performance, service-oriented MWR workforce.**
 - 2.1: Attract a quality workforce to meet changing MWR requirements
 - 2.2: Promote employee development, well-being and retention satisfaction
 - 2.3: Training the workforce to achieve a high-performing MWR organization
 - 2.4: Base employee career progression on demonstrated competencies
- **2006: EXCOM approved AMWRF funding of Category C costs associated with LDP**



LMI Review and Analysis

- **Projected wave of retirement**
 - 68% of senior MWR workforce eligible to retire by 2010
 - 33% of NF-5s and GS 13-15s plan to leave/retire from MWR 2006/07
 - No succession plan to replace existing key managers/leaders
- **Traditional sources of retired military with MOS qualified MWR experience no longer available**
- **Current workforce is immobile with little diversification**
 - 52% of workforce in place for >6 years; 32% >11 years
 - 41% of mid/senior managers have no experience outside functional area
 - 82% of mid/senior managers have experience at only one command level
 - 3% of managers have experience at multi-command levels
- **No systemic plan to recruit “grow our own”**
 - No career program for Army-wide management of MWR professionals
 - Lack of career program effects overall efficiency of MWR programs



LMI Review and Analysis

Conclusion:

- There is a definite need for a program to develop future managers for Army MWR
- The LDP is a proactive, long-term strategy of developing the ... Army MWR workforce and institutionalizing an effective [key manager] succession program
- The primary incentive to move ... will be the realization that the key to long-term professional advancement within the MWR community is the acquisition of both depth and breadth of experience
- Creating a culture of mobility will provide a more effective management team and lead towards a uniform and higher level of service wherever a soldier and his or her family are stationed

Source: LMI Executive Summary



SA/CSA Intent

Develop Army Pentathletes...

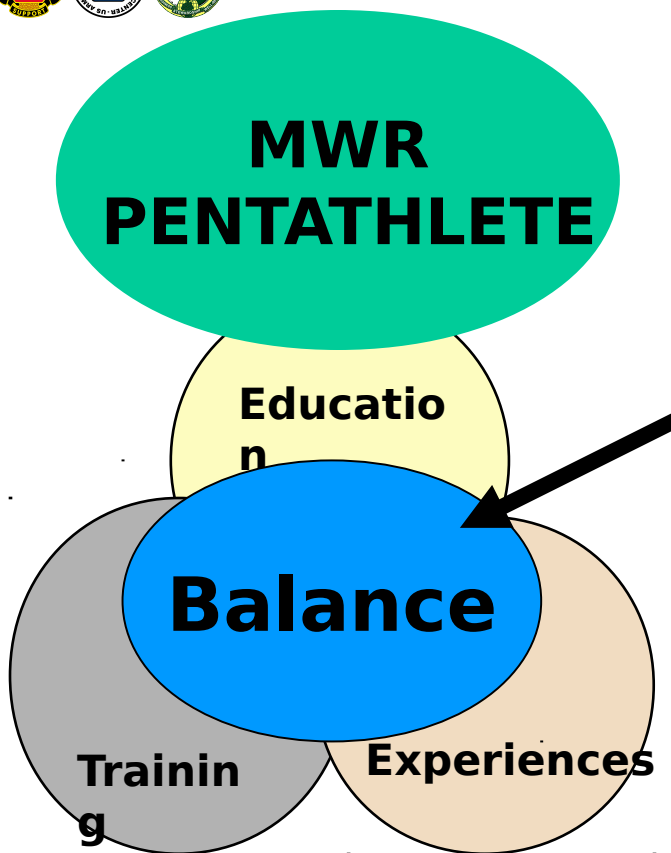
“...great care must be given to the design and implementation of the leader development programs. ...skills and knowledge...are by far not the most important element. Varied job assignments coupled with varying experiences are critical to individual development. ...leader development...requires a carefully thought out program that mixes experience with education and training. Designing a program to produce “pentathletes” should be a primary duty of the Army’s senior leadership...”

Source: Encl 2 “Leadership” to DACS-ZD Memorandum dated 11 Jul 2005, Subject: Implementing Instruction for Secretary of the Army Transition Team, in support of the Army vision to create military and civilian Pentathletes which established the Review of Education, Training, and Assignments for Leaders (RETAL) task force.

**MWR has approximately 30,000 employees, \$1.7B in annual revenue,
over 1M customers, and lacks a structured career development program or succession plan**



Present and Future Requires



Growing Army Leaders in the 21st Century "The Pentathlete"

Multi-skilled Leader

- Strategic & creative **thinker**
- **Builder** of leaders and teams
- Competent full spectrum **warfighter** or accomplished professional who supports the Soldier
- Effective in **managing, leading & changing** large organizations
- Skilled in governance, **statesmanship**, and diplomacy
- Understands **cultural context**, and works effectively across it

Personifies the **Warrior Ethos** in all aspects, from war fighting to statesmanship to business management...
It's a way of life

Leader Attributes

- Sets the standard for integrity and character
- **Confident** and **competent** decision-maker in uncertain situations:
 - **Prudent risk taker**
 - **Innovative**
 - **Adaptive**
- **Empathetic** & always positive
- **Professionally educated** and dedicated to **life-long learning**
- **Effective communicator**

Transformation is Ingrained in Everything we do... Today and in the Future

Relevant and Ready... Today and Tomorrow



Employee Development

- **Creation of Installation Management Command (IMCOM) places Army MWR program NAF personnel assets under a single commander with responsibility for Leader Development:**
 - will implement a Leader Development Program for MWR and CF51 employees beginning in FY07
 - will provide the means to manage and develop the manager/leader component of the all NAFMWR workforce
- **Program has major components designed to improve current system weaknesses**
 - new performance management and competency evaluation systems and board evaluation of candidates for advancement
 - policies to incentivize employee mobility for purposes of leader development and career progression
 - central funding of PCS and incentive costs within available APF resources to promote selection of best qualified versus cheapest candidates; and a continuation of AMWRF funding for Category C employee costs participation



POSITIONS IN LDP

- **LDP applies to NF-4 and NF-5 positions in CF 51 and MWR**
- **NF-3 consideration and outside applicants accepted in LDP**
- **LDP positions have career ladder progression as illustrated in ACTEDS**
 - **CYS Programs**
 - **Business Programs**
 - **Recreation Programs**
 - **Financial Management**
 - **Multi-Disciplinary (DMWR, Program Analyst and other non-program specific management positions (HQ and IMCOM Regions))**
 - **Services (Marketing, Contracting, Training, Warehousing, etc)**
 - **Lodging**
 - **ARMP and AFRC**
- **Positions not included have no career ladder or may exist only at HQDA (Attorneys, Banking and Investment, Engineers/Construction)**



LDP Key Component Employee

Development/Mobility

- **LDP will encourage workforce mobility through the use of authorized incentives to enable future leaders to have a variety of experiences**
 - Developmental and special assignments within IMCOM
- **2,855 NF-4 and NF-5 positions in Career Field (CF) 51 and MWR functional areas that have career progression from the installation to headquarters**
- **Mobility is voluntary except for Key Senior Positions**
 - Mobility means accepting assignment anywhere (geographical preference considered when possible)
 - Relocation deferments for mobile employees are possible and authorized for appropriate reasons (e.g., Family Medical Leave Act, etc.)
 - Normal tour stabilization is 3 - 7 years
 - Mobility is a condition of employment for Key Senior Positions: DMWR's, FMWRC Directors, IMCOM HQ/Region MWR Positions



LDP Key Component Employee Evaluation

- **NAF employee competency/board evaluation**
 - **Employees will be evaluated against their peers by a Central Ranking Board (CRB) on an annual basis**
 - **Employee competencies will be evaluated using a commercial competency and behavior, and leadership potential evaluation tool and adapted to the business of Army MWR**
 - **Position referrals will be based on the board's Order of Merit List**
and the requirements of the position and hiring official
- **Existing NAF performance evaluation to be replaced with a new performance evaluation system**
 - **Link employee performance to strategic and organizational plans and objectives**
 - **Permit greater differentiation of performance than is possible with current system**
 - **Will include evaluation of future leadership potential**



LDP Key Component Central PCS/Benefit Funding

- **LDP Incentives - as authorized by current policy/JTR**
 - PCS entitlement per JTR
 - Relocation Bonus for hard to fill positions
 - Personal Pay Protection (Garrisons will be compensated for salary fluctuation stability payments)
- **Incentives and PCS centrally funded by AMWRF and IMCOM**
- **PCS costs are based on the AAFES model under which approximately 12% of the workforce moves annually at \$44K per move of more senior personnel (LDP will move approx 343/yr when fully implemented)**
- **IMCOM will implement LDP to the extent funds are available to be applied for this purpose**
 - **MWR APF program funding will pay approximately 90% of the costs associated with LDP with a majority of the PCS costs currently in the budget base.**
 - **When approved, the AMWRF will continue paying those costs not authorized APF (Category C NAF employee PCS and benefit costs must be funded with NAF). EXCOM**

approved funding for FY05-07.